

# Inside Data Centre Podcast.

**WITH ANDY DAVIS**

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## Title

Hannah Kramer, Chief Legal Officer, Apto: Working with Hyperscale customers

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## Transcript

This is the Inside Data Centre podcast. We talk to the people who power the data centre sector to give you insider info on everything happening in DC today. He's your host, Andy Davis.

Andy Davis (0:00 - 0:36)

Welcome to the Inside Data Centre podcast. Today I'm joined by Hannah Kramer, Chief Legal Officer at Apto. Good afternoon, Hannah.

Hannah Kramer (0:37 - 0:40)

Good afternoon. Thank you for having me on this. Brilliant.

Andy Davis (0:41 - 1:04)

Thanks for coming on. Obviously, looking forward to talking about you, your career, the legal aspect of data centres, which we were just discussing offline, is not an area that I've covered a lot. So looking forward to going into a bit of detail around that whole remit, and also touch on how we can get more people like yourself into this great industry.

Before we do all of that, do you want to give a quick introduction of who you are and what your role is at Apto?

Hannah Kramer (1:04 - 1:36)

Of course. So I'm Chief Legal Officer at Apto, which is a dedicated development and operations platform for the new European Data Centre Fund for PIMCO. When I say I'm Chief Legal Officer, I am chief of myself.

I'm covering real estate, operations, development, construction, energy, the works. So me, myself, and I on legal, which is exciting, exhilarating, nerve-wracking, and fabulous all at once.

Andy Davis (1:36 - 1:39)

I see. It's the joys of a startup, as I always say to people.

Hannah Kramer (1:39 - 1:40)

Exactly.

Andy Davis (1:40 - 1:46)

That's why you join them, and that's why they're fun, but equally, that's why they're challenging at the same time.

Hannah Kramer (1:46 - 1:46)

Yeah.

Andy Davis (1:47 - 1:58)

So before we go into more detail around the legal side of it, I always like to find out a bit more about my guests and how they started their career. So how did you first start your career, and how did you end up in the world of data centres?

Hannah Kramer (1:59 - 4:05)

There are two questions there. How did I start my career in law? I actually started off in family law.

I thought it would be an area where there was going to be the most exposure to people and also technical law. I stumbled into real estate, which is my background. I'm a real estate development lawyer by trade.

When I was training to be a lawyer, I did a placement in real estate, and I thought it was the most exciting area of law. I was exposed to different people and different types of developments, and I have been working in real estate and development for the last 15 years. Data centre was an equal stumble.

I was looking to go into in-house from private practice. I'm specifically looking to work on the occupier side, and I got approached for a role at Amazon. I assumed it was a fulfillment centre.

I was told it was no, it was a data centre. It was an AWS. I didn't know what a data centre was.

I actually embarrassed myself in front of my husband when I told him it's about putting software in buildings, and he said, you don't know what you're talking about. I was at five years within the real estate team in EMEA AWS. I covered all of EMEA's real estate for the company.

We did numerous acquisitions and leasing, and it was one of the most exciting experiences I've ever had to go through. The people there are really visionary, and then coming over to Apto landlord side was more purposeful. I'd seen through AWS, there were a number of frustrations that I'd experienced opposite landlords who didn't really understand what the data centre market was and what hyperscalers in particular needed.

And I suppose I thought I could do a better job for the customer by being on the landlord side.

Andy Davis (4:06 - 4:31)

Interesting. And one point I wanted to pick up on is, and we'll probably talk about this when we touch on talent as well, but when you move into this industry, how difficult is it to understand the world of data centres? Because I think the perception is it's very, very complicated, this sector, but is it that difficult when someone like yourself makes a transition from commercial real estate into data centre real estate, and also within a large organisation such as AWS?

Hannah Kramer (4:33 - 5:42)

I think it is difficult actually, because there are a lot of acronyms floating around. There's a lot of assumed expertise, which can be a bit of a barrier to people like myself who don't have an engineering or a technical background. I mean, I'm just a bog standard real estate development lawyer really.

So you do have to have the ability to, and the confidence to ask questions and not take yourself too seriously and not be afraid to fail. I think in terms of bringing in new talent, and this is a point I'm sure we'll touch on later on, I think that's one of the biggest, the most important thing I would say to anyone who's looking to get into the data centre sector, who is aware of this potential stumbling block, is to ask and keep asking. And the more experience you can get, and the more knowledge you pick up by asking questions, the more confident you'll feel to engage with those who have that technical knowledge in the sector.

Andy Davis (5:43 - 6:06)

Yeah, definitely. Somebody mentioned recently that the industry still needs a universal list of acronyms here. We need a cheat sheet, because even when you know the acronyms, somebody else uses a different acronym for the same thing in a different region, and that complicates it even further.

So there's definitely an argument to have a universal crib sheet, I think, for the sector's acronyms.

Hannah Kramer (6:07 - 6:08)

No, I agree with that.

Andy Davis (6:09 - 6:44)

From a legal perspective then, again, I wanted to touch on it, because it's a role that I'm actually finding a lot more organisations are now putting a focus on. So an internal legal representative, it's probably becoming a more of a key role in a lot of organisations these days, and perhaps it was five, 10 years ago, which hence might be part of the reason why a lot of individuals are not aware that it's a career in the sector, which we need to work on from publicizing it. But how different is data centre real estate from commercial real estate from a legal perspective?

Hannah Kramer (6:46 - 10:20)

It's not particularly different. I mean, real estate products, it's gonna be the same across the industry, across all sectors. I think what differentiates the data centre sector from a leasing structure and from a real estate structure perspective is the types of assets that we create.

So in a classic institutional leasing form, you would just have your lease, and you'd have your land on tenant, and very standard industry standard boilerplate provisions that there are industry standard forms for some of these leases, for logistics leases, office leases. In the data centre sector, it's almost bifurcated into kind of classic colo and single tenant builds, which are typically more like leases. So in a colo setting, you have multiple occupiers, and even if it's not multiple occupiers, you have one occupier of the whole facility.

But what differentiates it from a classic lease is where the landlord or the colo vendor provides all the services. That wouldn't be a typical lease. People might think of them to be more like a service agreement, whereas a kind of a built to suit or shell and core lease is more like your classic institutional, and I use that term lightly, institutional type of lease.

It fits more easily into the leasing structure. And from a legal point of view, the difference between the two, they can have an impact on the occupier's rights to remain in occupation. That's when the lease expires or the service agreement expires, they can be

different tax implications.

And also there'll be different obligations that they might assume, sort of environmental obligations, occupier liabilities, they might assume. So it's having, going back to your question about why is the sector looking to have more in-house legal expertise at hand is when you think about the different ramifications that you will trigger, depending on the type of lease structure, occupational structure you have, you need to have the right advice on hand to consider the different options and how your lease thing, your occupational structure will impact the business.

But just if I can, there are other reasons why I think it's important. I think increasingly we're seeing legal expertise being bought in-house. And I think that's because it's not as simple as just going to a law firm and saying, well, I want a real estate lawyer to put together a lease for me.

Because as we know in the sector, there, it's almost like a conveyor belt or a processing line. You can't just put your real estate piece and then walk away because the real estate risks speak to the energy risks, speak to the construction risks and the fibre and the networking, ESG. You need someone who has an eye on all these different areas of law across a range of different regions so that they can input and assess risk on each new site development and acquisition

And also manage outside counsel who might not be aware of the particular requirements of the data centre. Because as we said, there isn't enough talent coming in to the sector. So I think it's the role of in-house legal to kind of have an eye on all of those different risks and also be the intermediary between local counsel and the business.

Andy Davis (10:21 - 10:49)

Yeah, interesting. I was going to touch on geography as well. And you mentioned it briefly there.

Has the increased spread in this sector, if we look at EMEA, which is obviously the region where you've had your experience in, has the increased spread in geography, does that make it more difficult for people like yourself to be able to understand all the regionality or is it that the customers kind of want the same thing? It's just a case of understanding that locality when you are developing in that region.

Hannah Kramer (10:50 - 12:55)

It's actually both. I'm a kind of classic lawyer speaker. Can I have a bit of both, please?

The customers want to have a standardised product and a lease form as possible. Whatever their contracting structure might be, typically there'll be US-driven forms. And they will want to have uniformity.

There's an education piece here in ensuring that whatever structure is used in each locale fits to the local legal requirements. And that's the piece that I would turn to local lawyers for. So there might need to be the local form, the customer form might need to be localised, topping and tailing it to make it more like a local lease.

But it's a bit of both. There's a need to have some standardisation from the customers. And I think that's really important as well for land developers and lenders as well to have some sort of standardisation.

But on a region by region basis, you do have to localise it and think about particular requirements. You asked me, does that make it difficult for me to kind of deal with all those local legal requirements? I come back to my comment about needing to not be too precious about your own skill set and not taking yourself too seriously and being able to ask questions and keep asking questions until you have the right, until you have an answer which makes sense to you.

So I do think it's incumbent on in-house legal to understand the local legal requirements and not just rely on outside counsel to pick up the detail and tell me about the risk. I do think it's incumbent on me to work this out. But my job is to make sure I ask the right questions and distill it back into, I probably always bring it back to English real estate law, which is really basic of me.

But that's how I would approach it. So I do think it's important to know about the local laws.

Andy Davis (12:56 - 13:21)

Yeah. And do you think, you touched on risk as well. Obviously the risk in the industry is increasing significantly because of the level of investment required to build a data centre now and the scale, et cetera, et cetera.

So does that again, put more emphasis on the legality side of it to ensure that these developments are developed as they need to be for return basically to ensure that the profit is there at the end?

Hannah Kramer (13:23 - 14:59)

I don't think it's, I think it's the same in every single sector. I mean, I don't see that as being unique to the data centre industry. There will always be an expectation that development risk is managed and back to back as much as possible with contractors.

And the problem, I think the problem that we've got to the need to have that kind of risk management is always going to be there. I think the problem we've got in the data centre sector, and I don't see it as being a legal issue as much as just a commercial issue is particularly hyper scale customer requirements are so particular. It's virtually impossible to manage that risk and pass it on down the supply line to somebody else.

At any kind of scalable cost. So what that really means, and this is why it's not a legal point, managing the risk really is a commercial point. And I think it is an issue for investors and for lenders to get their head around because those coming into the sector fresh might be looking at this risk assessment as being prohibitive.

I think. It's important to understand that the data centre investment and development process is. Long term, it's a long lead item.

The turnarounds aren't fast. And as long as people are coming into the sector with an understanding of that, I think they can understand and appreciate the risk and get their head around it.

Andy Davis (15:00 - 15:29)

Yeah, and hyper scale customers, you touched on it again before I was going to ask a question, but I guess a word that's used a lot and a lot of people listening will know, understand hyper scale and who these customers are, but they all differ from a construction perspective. They're all different organisations as well. So how much do their lease provisions differ from the more institutional leases or all within each other as well?

How do they differ from one to the other?

Hannah Kramer (15:30 - 17:26)

There are going to be nuances between the hyper scalers, but the kind of the big ticket differences between a data centre lease or hyper scale lease and other institutional leases will be the same across all the hyper scale customers, give or take on the construction side. And I think what I see, and I don't even make any beliefs anymore, is a lack of an expectation that ready for service or sign off on handover will ultimately be something that the hyper scale customer will sign off on. In a typical institutional lease, there'll be some level of objectivity.

And I think that's less present in hyper scale leases. And the reason why I say it doesn't even make me believe anymore is because I think, I actually understand exactly where the hyper scale is coming from, particularly having recently come from AWS. Their operational requirements are so bespoke that it makes sense that they wouldn't leave it to some kind of objective assessment as to whether or not the final product meets their requirements.

I think a level of trust is now just part of the course. Developers and hyper scalers just expect that if a development has started, the expectation is that it will be delivered and it will be occupied. And as long as there's continual engagement between both parties throughout the development, the risk of the final product not meeting hyper scale requirements is minimised.

So it's about ongoing engagement. But that's one area where there's a bit of a, it's a bit of a jump between kind of institutional leases and more and the hyper scale leases.

Andy Davis (17:27 - 18:16)

This is why it's great to talk about these aspects because I just think, you know, like even myself included, there's a lack of understanding about the role of someone like yourself within the industry. So it's really important we have these conversations so people understand it, but also we'll move on to talent now so that we can attract more people to the role because I've no doubt it's a very exciting place to be if you're in real estate commercial law. So I wanted to, one question I wanted to ask you is a lot of people I talk to and a lot of people in the industry, they see their end goal as working for the customer.

It's very much like, you know, that's where I want to get to. I want to get to a point where I work for the customer. So I was quite interested for you to say, you've worked for the customer and now you've gone to work for the developer.

So, or the landlord, why did you decide to make the move from the customer to the landlord side of the sector?

Hannah Kramer (18:20 - 19:28)

It's really, it was motivated by some kind of self-belief that I could do a better job for the customer on the landlord side. I worked from, I was lucky enough when I was at AWS to work on various acquisitions and leases where frustratingly, the counterparty didn't understand these nuances of how to pay a lease. I think the industry and particularly the legal sector working with dates and developers is catching on, but it was very frustrating having to explain over and over the reasons for the hyper-scale leasing requirements and development requirements.

And I genuinely thought coming over to the landlord side would mean I'd be able to make the leasing experience, development experience faster, less cumbersome for the customers. It's really about the absolute focus on the customer requirements. So interestingly, I thought, you say a lot of people want to come and work directly for the customer.

I thought the best way to deliver the best service for the customer was to come to the landlord side.

Andy Davis (19:29 - 20:24)

Yeah, and that's really interesting from a talent perspective to say, and I have similar conversations with a lot of people that don't see the customer as the end game if that's not what you want to do. It's not like everybody has to settle at that point and go, all right, I've completed it type mindset. I think I speak to a lot of people within the customer that are looking for a fresh challenge as well.

So it is, there are two sides to it. And I think it's good to have that conversation because a lot of people only sort of see it from the, we step up the ladder rather than actually it's about finding your role. And like you say, where can you have the biggest influence?

What's going to get you up in the morning? And I guess that's what's been important to you. If you were sort of talking to a newly qualified lawyer, and I'm sure you do this fairly regularly, but if you're talking to a newly qualified lawyer and they were considering entering this sector, what would you say to them?

Hannah Kramer (20:26 - 23:19)

I actually think if I can sort of, if I'm allowed to sort of flip that on its head, I don't think, I think if I was speaking to an NQ who knew they wanted to get into the sector, I'd feel like my battle had already been fought. Because I can, I'll answer your question in a minute. But I think actually the biggest issue, I think we've got is letting people coming into the legal sector newly qualified know that they can go into, there is a way for them to get into working in the data centre space.

I don't think, and there are different ways. And I think if they were interested in going into the data centre space, I would say, well, keep your interests as broad and varied as you possibly can. You can service the data centre industry as a lawyer working, environmental law specialist and construction.

Obviously real estate is my background, energy, fibre networking, the intellectual property, the opportunities to support the sector are limitless. I think the biggest blocker we have is that there's a lack of understanding between the data centre sector and everybody else about what it is that they're doing and all the different stakeholders engaged. I do sometimes wonder if in the data centre industry, we're in some kind of very large, but still it's a slight echo chamber where we're all telling ourselves the same things about what our biggest issues are going to be this year in the future.

And yes, some of the hyperscalers are great at engaging public policy level with local governments and lawmakers about how to better support the industry. But I don't know how great we are about telling everybody else outside the sector what we're doing, how great we are at building amazing innovations to improve sustainability across regions, what we're doing to improve connectivity, what we're doing to create new and amazing ways to improve energy usage or make it more efficient. The fact that there's this concept of using waste heat from data centres to help support local communities.

When I tell my friends about this, the look on their faces, telling them about something from Doctor Who, it's not. I think the biggest issue we have is that there's not enough that we're doing as a sector to tell everybody else what we're doing. We're not just building buildings or providing the cloud and all of that.

And I think if people know how many different stakeholders there are involved in the data centre sector, that would open up people's eyes to what opportunities there are as a lawyer or as another professional coming into the sector, what they could do.

Andy Davis (23:20 - 24:32)

Yeah, I think it's something that I've talked about before. I think we're very good at talking amongst ourselves how we can solve the talent shortage. And that's broadly related to no skill set, just broad, how we can get more people attracted to the data centre sector.

We're very good at having talks at events about it to a room full of people from within the data centre sector. And who have probably had to pay X amount of money to go to the events and learn about how they can attract more new talent to the data centre sector. So yes, it's very much a believer that you've got to take your story to people, which is similar to where you're coming from.

And then it's a very big industry. And that's basically what you've just said. There's so many different silos within this sector that it's quite hard to sell it as a sector.

You do probably need to break it down a little bit and say, this is a real estate component of it and target people in that who are interested in real estate coming into the industry. This is the engineering part. This is the IT part.

This is the HR part, whatever, however you want to do it. But I think you definitely need to go take the story to the people and then try and fit them into the silo within the industry.

Hannah Kramer (24:33 - 25:49)

I think so. And I mean, just kind of reiterating the point about it's not just there are different sort of silos or different teams or different pieces that fit with them into the bigger puzzle. It's that they all speak to each other.

So I think maybe someone looking at the data at the industry might think, well, that's not for me because I don't know anything about the cloud, how it works. So how am I going to be able to help or provide any support? I just, I work in water sustainability, for example.

Well, no, they need to understand how water sustainability feeds into cooling equipment and how it supports the business, how it supports the construction as well, the permitting piece. It's not just a small job that they would do. They could develop an entire profession just supporting data centre development and operations.

And obviously there's a huge future as well in the market, as we know, as AI and ML builds up. So I think it's an education piece. It's about, I mean, you've heard it, it's about us telling our story and doing a better job of telling our story to people outside of the industry.

Andy Davis (25:50 - 26:47)

Yeah, we're definitely getting better at framing the story broadly. Not everybody. We're definitely starting to understand that it's what we do, not what we build that's important.

And like you say, the impact that has on people's lives and how important what we do is. But yes, we're definitely not where we need to be with regards to the messaging of it and also the messaging of it at the right demographic. So if you're aiming for that demographic and that's the people you want to target, your whole messaging should be around that demographic and what they want to see.

I still think we're quite, we're quite broad brush the majority of our talent attraction. I think I see some entry level brochures and PDFs or online, whatever they are. And they look very similar to what I had 30 years ago.

And I think we can definitely do a better job at trying to get the message to the next generation.

Hannah Kramer (26:48 - 26:49)

Yeah, yeah.

Andy Davis (26:51 - 27:28)

On the non-engineering side as well, it's again, I think I said earlier, it's a big point of this podcast was to try and highlight all the other careers that are in the sector and that it's not just engineering. When I started it four years ago, it was very much podcasts where CEOs or CTOs or whatever they are of organisations talking about their organisation, which is absolutely fine. Do you think the challenge is basically what we've just said with regards to the roles that are maybe a little more unknown than some of the roles in the industry?



We just need to be better at telling the story of people that are doing these roles.

Hannah Kramer (27:29 - 29:28)

I think that, I think telling the people, telling the story of what's going on and all the different stakeholders is part of getting, it's part of the process of attracting interest into the sector. And like I said, I think once if you've got the interest, that's half the battle of bringing in new talent. The next step is making sure that people get the right level of exposure.

And that's that, doing work on the job, exposure to the right teams, so one of the questions you asked me before is what would I do? What would I say to someone who, you know, a legal professional new in the industry and who knew that they wanted to get into the data centre industry, what would I tell them? I would say, and this comes on to your question, I would say go and get as much experience as you can in as many different fields as you possibly can.

Do not be precious about whether or not it's customer focused, developer focused, whether you're working for a utility. It's all part of the same convey about the same processing line that all ends up in the same place, whether or not you're getting, if you're getting experience in the energy sector as a lawyer working for a utility, it's going to be an invaluable experience and useful for the business, for the data centre business down the line. If you're working for a construction company, if that's your client, you're going to get experience about the construction process and risks that contractors will consider and then you can obviously be best placed to advise a developer.

Brilliant if you can end up working for a hyperscaler, but there aren't that many law firms that cover hyperscale work, so it shouldn't be, it shouldn't be putting off newly qualified. They can't get into the right type of customer focused work. All the experience will help them down the line and have confidence in themselves to keep asking for more exposure and to diversify that base as much as possible.

Andy Davis (29:30 - 29:59)

Yeah, definitely. I always say it, broad experience is valuable. I think in this industry, particularly a lot of the people that have been successful and that I've interviewed have had that initial broad exposure to a number of different roles within the sector and then they found their sweet spot and kind of work their way towards the goal.

But getting that initial wide exposure of whether it's within an organisation doing different roles or whether it's working for a number of different organisations in the early part of your career, it does help you to get a better understanding of where you want to take your career.

Hannah Kramer (1:44 - 3:12)

And I would say, and I mean it's an interesting because it's why I wanted to go in-house to begin with. I was in private practice for nine years and I wanted to get closer to the coalface, work closer with the business. I've been very lucky, I got tons of exposure now at AWS working closely with the business team and again at Apto, I work very closely with some leading figures in the sector.

What I would say to anyone who's looking to get from a legal professional basis, don't, and it comes back to your first question about, you know, being, if you're too technical, is it kind of off-putting? Does the data centre sector seem to be only for technical or for technicians? The fact that as a legal professional you might feel that you don't understand enough about the sector shouldn't be a blocker.

And I found that every, whenever I've asked questions to whether it's people who come from a pure leasing, pure property perspective, on the construction side, on the engineering side, everyone's only too willing to explain what's going on. And the amount that I learn working with all the different teams, it's just eye-opening. And yeah, it's a brilliant industry to work in.

Andy Davis (3:13 - 3:43)

Yeah, 100%. And I talk to people all day, every day. It's my job and I have to ask someone every day what they do for a job and I've been doing it for too long.

So I think you can never learn everything either. So there's no, you know, don't worry if you don't know something, just ask. Everyone's happy to help.

Before we close up, a few quickfire questions, just to get your opinions. We've touched on quite a few challenges already. Are there any particular challenges do you think the sector is facing as we head into the second half of 2024?

Hannah Kramer (3:44 - 5:13)

I think everyone's talking about power and ensuring that we've got sustainable and scalable solutions to providing the right level of power to support AI and ML across EMEA. Everyone's talking about that. I think at a more kind of micro level, I would pick up on permitting.

And I still see so frequently delaying developments, permit applications or, you know, assessments to confirm that data centre use is compatible with local zoning requirements. And it really surprises me because this is not a new topic of conversation. I think it would be, it's not necessarily answering your question, Andy, but I think what would be brilliant is if local permitting regimes across EMEA could sort of proactively clarify what data centre uses or zoning requirements work for a data centre development, sort of make it much more accessible.

It would probably put a lot of planners out of business, which is unfortunate, but then would also speed up the development process and actually long term would mean that we'd be able to deliver the space required for the AI and ML facilities and other data centre facilities across the mayor.

Andy Davis (5:15 - 5:31)

Yeah, interesting point. I think AI will help with a lot of those challenges as well. Once it is documented, hopefully the processes will be sped up by the fact that you're building AI facilities.

Hannah Kramer (5:32 - 5:53)

Yeah, yes, I suppose so. But it would just be wonderful if you could walk, if you could go to a region and say, well, I know exactly, there is a data centre specific zoning class, which is compatible and it's very clear what permitting process is. I think there is, we're still working it out as we go along in a number of regions, which I find surprising.

Andy Davis (5:54 - 6:04)

Yeah, and you may have answered this question in that question as well, but if you could ask everyone in the data centre sector to start or stop doing one thing, what would it be? So the start could be permitting.

Hannah Kramer (6:08 - 7:07)

It's probably the same actually, and it comes back to what we said before about the communication about what we do, and it probably goes back to the permitting point too. If we do a better job at explaining what it is that goes on inside a data centre, what does it mean to produce the facilities that support cloud processing and storage? If we have, if we do a better job of explaining that to everyone outside the industry, probably we'd be able to get to a clearer position on what the right use and zoning classes are.

All those points we discussed earlier about blockers to new talent coming into the industry would be lifted. I don't think, so I know you asked what would I, what should we start and stop doing? I think on the stopping, I'm stuck.

I think it's a question of just keep, you're right, we're doing a better job of communicating outside the sector. We just need to get a lot better at it.

Andy Davis (7:08 - 7:21)

Yeah, I think, yeah, get better and shout a little louder, I think is the general consensus. And final question before I let you get on with your day, if you could give one piece of advice to anyone looking to work in the sector, what would it be?

Hannah Kramer (7:22 - 7:32)

Don't stop asking questions. And don't take yourself too seriously. Yeah, be curious.

Don't stop asking questions. Don't take yourself too seriously. Don't be afraid to fall.

Andy Davis (7:33 - 7:56)

Yeah, it's amazing the amount of people that say be curious. I think it's something that probably a lot of young people wouldn't consider would be the advice they would get, which is why I always find it interesting. But once you've been, once you've been in a career for a number of years, you do start to understand the benefit of curiosity and the benefit of asking questions.

It's trying to get young people or entry people to understand that it's not a negative to ask a question.

Hannah Kramer (7:57 - 8:14)

I think that's very true. People need to be willing to ask questions, which might potentially make themselves sound like an idiot, but it's fine. You pick yourself up, you dust yourself off and you will be so much richer in terms of knowledge going forward.

Andy Davis (8:15 - 8:26)

Yeah, definitely. And a great way to end the podcast. Thanks for your time.

Where can anyone get in touch with you if they want to ask more questions about Apto or about the legal profession? What's the best way to get hold of you?

Hannah Kramer (8:27 - 8:41)

Well, they can contact me on my LinkedIn page, Hannah Kramer, and they can certainly reach out to me. I can provide my email address if that would be helpful. [Hannah.kramer@aptodc.com](mailto:Hannah.kramer@aptodc.com).

Andy Davis (8:42 - 9:01)

No problem. We'll put Apto's website in the show notes as well so you can go and take a look at what you guys are up to. But thanks for your time.

It's really important to highlight roles such as yourselves and to hopefully help attract a few more legal professionals into the industry and also give some advice to anybody looking to join the sector. So thanks for taking the time to speak to me.

Hannah Kramer (9:02 - 9:03)

Thank you for having me.